FSC-68-A	5/1/95	To All Region Managers
SUBJECT: Sales Organization Effectiveness		

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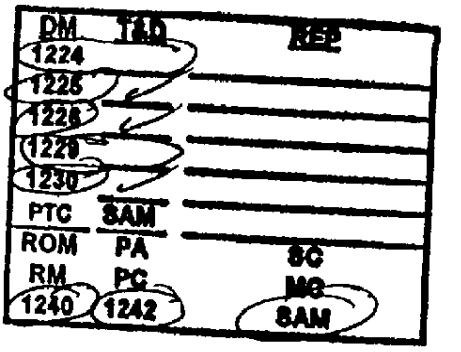

Over the last several months, we have not done an effective job of communication as it relates to the three P's - our direction, our timetable or, bottom line, how the total plan fits together.

The project started in October 1994. A task force comprised almost entirely of Field Sales Managers was assembled to address two objectives:

- Clearly define the critical Sales accountabilities which are the key drivers of our business.
- Develop effectiveness measurements for key accountabilities.

At issue was the lack of a clear, consistent understanding of the key drivers of our business and how we evaluate our performance against these drivers. In essence, over the past several years we have been reporting and monitoring too many things often with no value or impact on the consumer.

As a result, **Promotion Effectiveness, Product Availability, and Presence** were identified and defined as the critical accountabilities of the Sales Organization because each:

1. Significantly impacts the consumer and ultimately our business.
2. Determines our success or failure.
3. Is actionable, meaningful, and measurable.

As part of this project, we recognized the need to streamline Sales Rep Call Reporting and the corresponding management reports to support and drive the three P's.

The attached pages will provide a summary of our work to date for Promotion Effectiveness, Product Availability, and Presence as follows:

- Definition
- Objective
- Action Steps/Timing

The three P's provide a clarity of direction and purpose that is critical to our future. The three P's have a significant impact upon our business and is directly tied to our overall objective of selling cigarettes and making money. Please spend the appropriate time communicating not only ***what*** we are doing but ***why***, so that everyone in your region will understand how the pieces of the puzzle fit together.

The overall changes to Call Reporting have been made to align with and drive Promotion Effectiveness, Product Availability, and Presence. It is critical that the information we report is accurate so that the decisions we make and the actions we take are based on reliable information.

Sincerely,

Jim

James V. Maguire
Senior Vice President - Sales

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